



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, V CORPS
UNIT 29355
APO AE 09014



AETV-CG

21 November 2001

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: V Corps Command Training Guidance for FY 03-04

1. **Supersession.** This memorandum supersedes OPORD, HQ V Corps, AETV-CG, 23 February 2001, subject: FY 02-03 Command Training Guidance.

2. **References.**

- a. Army Regulation 350-1, 1 August 1983, Army Training.
- b. FM 25-100, Training the Force, 15 November 1988.
- c. FM 25-101, Battle Focused Training, 30 September 1990.
- d. Department of the Army Pamphlet 350-38, 3 July 1997, Standards in Weapons Training.
- e. USEUCOM Training Guidance, 9 January 2001.
- f. USAREUR Regulation 350-1, Training in USAREUR/7A, 17 November 2000.
- g. USAREUR Regulation 350-50, 4 August 1994, Combat Maneuver Training Center.
- h. Final Draft USAREUR Regulation 525-1, Deployment, May 2000.
- i. USAREUR Command Training Guidance, FY02-03, 4 September 2001.

3. **Purpose.** This memorandum provides training guidance for FY 03/04. It will assist commanders in the development of training plans and programs, while providing mission essential task list (METL) focused guidance.

4. **USAREUR/7A Mission.** Maintains a forward-deployed combat force that is trained, ready, and prepared for immediate power projection to conduct and support the full spectrum of joint and multinational operations. Conducts engagement activities. Protects U.S. Forces and resources. Conducts sustaining-base operations. Ensures the readiness and well-being of its personnel in theater and elsewhere as directed.

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5. V Corps Commander's Vision.

**America's Forward-Deployed Force of choice...
Responsive...Agile...Decisive...Caring...
An ocean closer to where we need to be...
Trained & Ready for peace or war!**

We retain our position as the world's best Army due to our steadfast focus on quality training. Our non-negotiable contract with America is to fight and win our Nation's wars. To do this, our training needs to be combat-focused; our energy on mastering the basic skills required to execute critical tasks. This can be accomplished by repetitive training under varied situational and environmental conditions. We have the awesome responsibility to grow leaders, challenging them until they know what right looks like, and making them comfortable in uncertain situations.

We are the Army's only forward deployed Corps and the one most heavily engaged in executing our National Security Strategy. We must maintain focus on our ability to conduct combat operations. My priorities are Protecting, Training, Responding, and Caring. This Corps must be trained and ready at every level, with soldiers who are confident in themselves and who display absolute knowledge of their equipment, who fight within disciplined formations, and who are led by the world's most competent combat leaders. Leaders must develop a climate that promotes a caring attitude, confident in the measures taken to ensure a high quality of life for our soldiers and their families. We ought to walk, talk, and think of ourselves as the force of choice – proud to be soldiers and members of the Victory Corps. Our name really does say it all – **VICTORY!**

6. Mission. V Corps, operating as a Corps, ARFOR, or JFLCC, rapidly deploys as a contingency force in support of EUCOM and CENTCOM regional military objectives or in support of NATO and U.N. military operations. The Corps also provides trained and ready forces in support of CG, USAREUR/7th Army.

7. Mission Essential Task List and Assessment.

a. Rapidly Deploy from Central Region to Contingency AOR. At the beginning of the FY02 Training Year, I project our ability to execute this task as a "P".

b. Conduct Corps-Level Conventional Operations (Offensive and Defensive). At the beginning of the FY02 Training Year, I project our ability to execute this task as a "P".

c. Support Joint and Combined Operations. At the beginning of the FY02 Training Year, I project our ability to execute this task as a "U".

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8. V Corps Intent.

a. **Protecting:** *Providing a safe environment while protecting our freedoms, equipment, facilities and people. Calm...aware...proactive...ready...* My number #1 priority is protecting the force. We have a duty and a responsibility for protecting our soldiers, their families, and preserving our way of life.

(1) Guard mount. The way our soldiers look and act is a deterrent to terrorist acts. Guard mount must insure standards are being met. Ensure we provide our soldiers with the proper resources, training, and knowledge to fulfill their duties and responsibilities while on guard. This includes ensuring they are well prepared to assume that duty by being qualified on their individual weapon, fully understanding the mission and the proper *use of force*. USAREUR 525-13 outlines critical force protection tasks for all soldiers. Visible, reinforcing leadership is the best way to ensure that standards are being met.

(2) Force Protection Training. The Corps will train approximately 60 Staff Sergeants (senior NCOs) or above in FY 02 during the CATC Antiterrorism/Force Protection Course to complement those already trained. This course certifies leaders as advisors to commanders, while qualifying them as trainers for phase one level training.

(3) Avenues of Approach. Conventional operations start by the identification of enemy avenues of approach, then countering the enemy along identified avenues. The terrorist uses avenues of approach as well. They are unconventional, and frequently wide-open back doors into our places of work and living. Each member of the command must be vigilant, alert, and participatory in the identification and closing of back doors. Commanders and their S2s must take the lead in developing this unconventional IPB process.

(4) Resources. I expect commanders to be actively involved with community chains of command and local leadership in determining the best mix of personnel, technology, and techniques to be employed in the force protection mission. We must seek every opportunity to return soldiers to their units for training without loss of awareness or vigilance. I believe that mobile is preferable to static, and random is preferable to predictable. We need to use this philosophy in the development of FP plans.

b. **Training:** *Institute a solid training strategy focused on fundamentals and properly resourced.* The following guidance addresses specific programs and policies that are the foundation of our FY03-04 training plan.

(1) Training Management.

(a) Stability and Predictability. Proper training management is key to achieving our goals of providing a predictable and stable environment for units, soldiers and families. Stability in V

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Corps is defined as no changes to the contract made at the last Training Management Review or Quarterly Training Briefing (QTB) and all necessary resources available to conduct scheduled training. Any changes that break this contract must be briefed to and approved by the MSC commander. Predictability in V Corps is defined as no changes to a unit's training schedule within three weeks of execution.

(b) Training Management Process. Commanders will practice sound training management principles by ***locking in training three weeks out*** to provide focus for units and predictability for soldiers and their families. Units must publish timely training guidance, conduct quality training meetings, and employ the eight-step training model in order to achieve our goals. As leaders apply the eight-step model, we must place special emphasis on time for preparation during the duty day, conducting rehearsals, and providing time for retraining. Recovery time will also be included in training plans. At the Corps level, units are required to coordinate for participation or support from other units in the Corps NLT the Training Coordination Date (TCD) for that quarter. This support will be synched during the quarterly G3/S3 Calendar Synchronization Process. TCDs are 1st Quarter FY03 – 31 MAY 02; 2nd Quarter FY03 - 31 AUG 02; 3rd Quarter FY03 – 30 NOV 02; 4th Quarter FY03 – 28 FEB 03.

(c) Division Training Letters for CMTC rotations. Division Training Letters must be turned-in at D-160 from the deployment day to a CMTC rotation. The letter will state the units mission and METL; the objectives for the rotation will be METL-based. I want to review these letters as part of the process. Upon your submission of the letter to CMTC, I want you to forward a copy to me through G3 Training. Timeliness of this letter is critical to tasking for resources and O/C augmentees in support of the rotation. I believe that this letter can, and should, reflect the final troop list for a standard BCT rotation. If there is a need to add on additional combat arms, combat support, and combat service support multipliers beyond the "normal" troop list, then I am the approval authority. We have to get a handle on, and minimize bills for CMTC augmentees and do it in a way that allows maneuver commanders to know their support requirements prior to briefing their quarterly training briefs.

(2) Eight Step Training Model and Training Fundamentals. The "Bedrock" of Victory Corps' peacetime mission is training, focused on a few fundamental tasks. The USAREUR Eight Step Training Model is the tool we must use to identify required resources, to ensure proper preparations, and to develop and execute a sound training plan.

- Step 1: Plan the Training
- Step 2: Teach and Certify Leaders
- Step 3: Recon the Training Site
- Step 4: Issue a Complete Operations Order for the Training
- Step 5: Rehearse
- Step 6: Execute the Training
- Step 7: Conduct an After Action Review (AAR)

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➤ Step 8: Retrain as Necessary Until the Standard is Met

I encourage all commanders to focus their training on a few critical tasks and to master those tasks by the application of the Eight Step Training Model. I am certain that great battalions will be the ultimate result.

(3) Leader Development. Unit leader-development programs must focus on improving the fighting force. To do this, leader development needs to be--

- ❑ Battle-focused.
- ❑ Tailored to support training those leader skills demanded by unit METL and the professional-development needs of one's subordinates.
- ❑ Linked to a common framework, such as the battlefield operating systems or the nine leadership competencies outlined in FM 25-100.

(a) Officer Leader Development. Our ultimate goal is to develop and empower officers that routinely demonstrate desired leadership behaviors--specifically, officers that generate trust, confidence, and cohesion within their respective spheres of influence; coach, counsel, develop, and respect subordinates; foster frank, open, and honest communications; clearly articulate intent; embolden subordinates to use initiative and aggressively act in the absence of orders. To obtain this critical objective, we must create professional environments that develop and empower officers who are mentally agile, adaptable, aggressive, innovative, and calculated risk takers. Our training scenarios must build and refine these leadership attributes, rewarding officers who clearly demonstrate these essential traits and deliberately mentoring those that do not.

(b) Noncommissioned Officer Professional Development (NCOPD). Our NCOPDs must have the same focus as OPD. Strong NCOs are the foundation of our great Army and enable us to perform every mission. Commanders must have an organized program designed to steep our NCOs in the fundamentals of their business, while developing their knowledge and confidence and preparing them to serve in the next higher grade in combat.

(c) Developmental Counseling. FM 22-100, Military Leadership, August 1999 states that, "Subordinate leadership development is one of the most important responsibilities of every Army leader. . . Supervisors must mentor their subordinates through teaching, coaching, and counseling." In addition to our officer and NCO development programs, leaders will use developmental counseling IAW FM 22-100, Appendix C to support our leader development program. Like all training events, counseling should be reflected on training schedules, where appropriate.

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(4) Individual Training.

(a) Physical Fitness Training. PT is non-recoverable. It is something we cannot fix when called to combat. As such, it is a key component of combat readiness and should promote overall health, fitness, unit morale and cohesion, while preparing our soldiers for the fatigue that we will face during extended operations. Our PT programs must ensure that our soldiers are prepared to fight and win the next battle. Combat is, and will continue to be, an extremely physical and stressful activity that demands a high level of physical fitness. Commanders will conduct physical fitness training for a minimum of 1 hour, 4 days a week.

(b) Individual and Crewserved Weapons Qualification. A soldier's ability to effectively employ his/her assigned personal weapon or crew-served weapon is critical in combat. Commanders must ensure all weapons training is conducted correctly and is challenging and realistic. High quality pre-marksanship training (PMI) is the foundation for this training. Conditions for training must include daytime, limited visibility and nuclear, biological and chemical (NBC) environments. Incorporate the use of night vision devices. Maximize the use of training devices (i.e. Weaponeer, Engagement Skills Training (EST)). Our goal is 50% qualified expert.

(c) Sergeants' Time Training. Continue to use Sergeants' Time Training to enhance the collective training effort in support of the unit's mission essential task list (METL). However, we must use this dedicated training time not only to ensure that our soldiers are able to execute battle-focused, METL-based tasks to standard, but to develop our junior leaders as well. Commanders must monitor this program and shape the training plan to ensure the primary instructors are our first line leaders. To work, this must be a premier training event, and we must allow time for our great sergeants to prepare and rehearse training. This is an opportunity for our leaders to demonstrate their knowledge and competence in fundamental tasks.

(d) EFMB Training and Testing. Every medical soldier in the Corps deserves the opportunity to train and test for the EFMB at least once during his tour with V Corps. The 30th Medical Brigade will develop a Corps-Wide program that allows us to meet this goal. Each Division can plan on executing a block of EFMB training and testing, additionally 30th Med Bde will be prepared to sponsor a third block of testing and training.

(e) EIB Training and Testing. V Corps will conduct two EIB training events each year, one by each division. 1st Infantry Division will conduct the EIB test in the Fall of FY 03 and 1st Armored Division will conduct the EIB test in the Spring, FY03. Each division is responsible to determine the exact dates for testing and integrate it into the Corps training calendar during the G3/S3 Calendar Synch Process. Divisions will also make provisions to test soldiers from the other division who cannot test in their division window.

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(f) Individual Deployment Readiness. We have heard that great units do routine things routinely well. Every soldier has a responsibility to be prepared to go to war. Preparation now saves vital time when called upon to execute the mission. This preparation ensures that soldiers are PDP'd to the fullest extent possible, are trained on common tasks, qualified on assigned weapons, and have valid NEO plans ready to be executed, just to name a few. First line supervisors and leaders must track those areas required by regulation to ensure that soldiers and their families are prepared for no-notice deployments.

(5) Collective Training.

(a) Home Station Training. In our effort to build 'Killer Companies,' we must make every effort to bring companies to a high level of training prior to their participation in their annual premier training event (EXEVAL, CMTC rotation, etc). Commanders should optimize home-station training opportunities by exploring imaginative, innovative ways to achieve a high level of training through the use of all available resources (CCTT, SIMNET, maneuver coordination areas, LTAs, CFXs, CPXs, etc.).

Training must be focused initially at the platoon level. Platoon proficiency is the building block for higher level of maneuver. All platoons (combat arms, combat support, and combat service support) must train on a small number of fundamental high intensity conflict tasks. Platoons that are competent in these few tasks will possess confidence in their abilities and will give a commander flexibility to conduct more complex company tasks. All platoon training must be focused on these tasks, individual through collective training (i.e. Sergeants' Time Training, FTX, STX). The training conditions (i.e. training at night, MOPP IV, etc.) are changed once they demonstrate proficiency.

(b) Company Prime Time Training. Our goal for Company Prime Time Training is to allow each company-sized unit a minimum of one week every six months. This will be "green" training time for the company commander to focus on collective METL-related training at the squad and platoon levels. The company and its parent battalion headquarters will resource this training week to the fullest extent possible. Include assessments of how well we are doing in achieving this goal during your semi-annual training briefs and training management reviews.

(c) 3-Day War. Battalion and Squadron commanders will develop a 3-day war scenario for platoon training during GTA densities. The intent of the 3-day war is for platoons to train in a force-on-force environment focused on tasks supporting their company's METL tasks. Commanders are encouraged to incorporate a Table XII or equivalent live fire event. This level of skill will help units to achieve a "trained" proficiency prior to deploying to CMTC. This is an outstanding opportunity for Battalion/Squadron Commanders to evaluate the development of our junior leaders.

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(d) EXEVALS. As an annual goal for the entire Corps, unit commanders will conduct EXEVALs two levels down. The exception is that Divisions and the COSCOM will also conduct EXEVALs for their brigade-sized units. Separate Brigades will design and conduct EXEVALs for their battalions. EXEVALs for the Divisions and the COSCOM will occur every two years during the BCTP Warfighter exercise cycle. EXEVALs must be deliberately planned, with a detailed understanding of the training objectives and an evaluation plan. CMTC rotations can be used as the basis for the EXEVAL, using O/C feedback. If commanders intend to use CMTC as the forum for a Battalion EXEVAL they must ensure they adhere to the guidelines outlined in USAREUR Reg 350-1. For those separate battalions that have continuous operational missions and have companies/batteries that support BCTs during CMTC rotations, a CPX for the battalion headquarters and staff is an acceptable alternative. The Chief of Staff of the Army (CSA) has added a requirement for corps attack helicopter battalions to receive an annual EXEVAL by taking part in CTC rotations or in a CTC-related deep-attack exercise. Exemption from conducting an annual EXEVAL requires two-star approval.

(e) CMTC Live Fire Exercise. CMTC Live Fire Exercise (CMTC LFX) is valuable as a company/team training event and will be conducted annually for every maneuver company/troop in the Corps. This event will be focused on companies and teams, tactically controlled by their battalion headquarters. Companies will execute with the normal combat support elements, such as support from battalion mortars, engineers and artillery. Brigades will be the headquarters responsible for organizing and resourcing the training event. 7ATC will provide the core O/C package that units executing the Live Fire will augment. Battalion and Brigade Commanders will be the Senior Trainers for CMTC LFXs. Units will schedule their CMTC LFXs as mission and training requirements dictate, with a goal of maintaining balanced training throughout the year.

(f) Balkans Reintegration. During this training period we will execute Balkans missions for the Army by providing forces for both KFOR and SFOR. When we execute reintegration, the brigade reintegration training model will be driven by readiness requirements and not by a fixed timeline (i.e. units must be ready for the next mission, exercise, etc.). Reintegration is complete when a unit has been to GTA for Table VIII crew qualification and has completed a CMTC rotation.

(g) NATO OPEVAL Program. V Corps will continue to participate in the NATO OPEVAL Program with our 14 maneuver battalions and the division cavalry squadrons. V Corps participation will continue to be executed as part of our CMTC training cycle at the rate of one Battalion per brigade CMTC density. I want the program to be as transparent as possible to the evaluated unit. Continue to use the Phase I evaluation as a compilation of data from existing sources such as USRs and TMRs. Phase II tactical evaluation should be executed as part of the unit STX days during the normal CMTC rotation.

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(h) Other MTA opportunities. We have the opportunity to use training sites in the former Warsaw Pact states. These sites provide an additional land resource on which to conduct platoon and company level maneuver training. I encourage use of these training sites as your OPTEMPO and funding permits.

c. **Responding:** *Individuals and organizations poised to rapidly deploy for any contingency, both Joint and Combined environments. A proven command and control structure to accomplish this task.*

(1) Readiness. Readiness covers all aspects of the Corps combat capability. To maintain deployment readiness, we must continue to develop a mindset among our soldiers and leaders, and quickly assimilate new soldiers and leaders into this way of thinking. We must be prepared to respond to force protection requirements, both at home station and while deployed. This includes our preparation for responding to Nuclear, Biological, Chemical, Radiological, and Explosive (NBCRE) events.

(2) Emergency Deployment Readiness Exercise (EDRE). The Immediate Ready Force will conduct four (4) EDREs annually. The level of these EDREs may range from simple recall alerts to full out-of-sector deployments. IRF's will also participate as part of the Strategic Response Force (SRF). There will be two (2) SRF EDREs a year. An SRF deployment counts as an IRF EDRE.

(3) Deployment Skills. Having the skills needed to project power and deploy effectively and efficiently remains a critical task for all units in V Corps. Commanders will include deployment training in their training events to maximize the use of available training time. Deployments to the CMTC and GTA will be used as "drivers" or opportunities to conduct training in deployment tasks. Beginning in June 2002, all unit movements to MTAs will be JOPES/TPFDD moves, practicing our ability to employ real-world deployment systems. The 7ATC, in coordination with the 21st Theater Support Command (21st TSC), recently produced an instructional videotape on the Deployment Processing Center. The Deployment Processing Center and GTA have full-size aircraft mock-ups to support deployment training. These resources are available for use by all units in the central region. Commanders will ensure that their units have the required number of trained Unit Movement Officers (UMOs), trained Airload Planners, and certified HAZMAT personnel. Units must be disciplined in sending soldiers and officers to these very important schools.

(4) Command Post Development. Our goal is Strategic Agility. Continue to work to downsize our CPs to make them more strategically transportable. In doing this, we must not sacrifice command and control capability or tactical mobility. The whole purpose of having a command post is to allow commanders to make decisions.

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(5) Maintenance. Train to maintain; 10/20 is the standard. Commanders will ensure their maintenance programs develop and sustain maintenance excellence and readiness. This guidance applies to all TO&E equipment. Integrate services fully into training management, ensure they are reflected on our training schedules, and execute services as a platoon whenever possible to ensure dedicated leadership and focus of effort. The goal is 100% of maintenance personnel school trained, and Battalion Motor Officers stabilized in their jobs for a minimum of one year. Ensure we plan recovery for each training event and reflect this on training calendars and schedules. Command involvement is the key.

(6) Drivers Training Program. The CG, USAREUR recently emphasized the importance of a driver's licensing program. **You do not have the choice but to obey German Law.** The program consists of 40 hours of drivers training instruction. I need leaders across the Corps to get involved in their program. This is a Commander's Program. This is not a matter of priorities; this is law.

d. **Caring:** *Soldiers and leaders taking care of soldiers, families and civilians. A command climate we are proud of with solid, routine, functional communication up and down the organization.*

(1) Soldiers and Families. Our most precious asset and the key to future success are our soldiers and families. Achieving stability and predictability through training management is a key factor in improving soldier and family quality of life. Units will continue to support the family time period observed after 1500 hours on Thursdays.

(2) Sponsorship. First impressions are lasting impressions. Make sponsorship work. To assist in this, commanders must understand and dedicate effort to making the automated sponsorship program work. Systems administrators must be fully engaged to do so.

(3) Schools. There is never a bad time to send a good soldier to school. Commanders will ensure that military education cycles are reflected on the training calendars and schedules. Civilian schooling opportunities should be integrated into the training management process. Military schools must be a part of our training plan to ensure we have the right people with the right skills. Never miss an opportunity to take advantage of outside educational opportunities as a way to improve your unit's overall readiness. The short-term costs are worth the long-term benefit to your unit and the soldier.

(4) Family Readiness. Commanders will ensure that Rear Detachment Commanders (RDCs) and other components of the Family Readiness System are trained and prepared. All aspects of family readiness must be considered in development of rear detachment plans. We must keep families informed during the deployment preparation phase, sustain clear and concise

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information flow during deployments and ensure a reintegration program is adhered to upon return. A sound family readiness structure is critical to our success, and our future.

(5) **Consideration of Others (CO2).** This program is the umbrella for all our human relations programs. Done right, it facilitates a true exchange of ideas among our soldiers in the group that matters most to them—their small unit. Keys to this are leader participation, maintaining trained facilitators, and ensuring the training focus remains on developing an understanding of the diversity in our organizations. Our ultimate goal is to develop cohesive small units and soldiers who treat each other with dignity and respect.

8. Aviation Training. *Our goal is trained and ready aviators and aviation units...aviation operational readiness (O/R) rates is supportive of but secondary to this goal!* We will maintain Victory Strike as USAREUR's Capstone Aviation Training event. As outlined IAW UR 95-1, aviation training will progress from individual training to collective training for crews, sections and platoons, to training for companies, battalions, and brigades. All aviation battalions and below will participate in a Capstone Training Event such as a Combat Maneuver Training Center (CMTC) rotation or Victory Strike exercise a minimum of every 12 months. We must execute our Flying Hour program with emphasis placed on night flying. The goal is 50% of the program dedicated to individual and crew night flight training. We have embarked on a V Corps Aviation Training Strategy with goals and standards that will develop and sustain combat ready aviation units capable of executing wartime missions, anytime or anywhere (Enclosure 4).

9. Corps Seminar Campaigns. Over a year ago, the Corps embarked on several campaigns. The first was the leadership seminar, initiating action focused on one of V Corps' principal objectives – namely, developing and empowering effective 21st Century officer leaders. The second seminar, Stability and Predictability, focused on the training management framework enhancing stability and predictability for units, soldiers, and families thus increasing combat readiness across the Corps. The third conference examined enhanced home station training, focused on having small units able to fight, survive, and win on the modern battlefield.

During FY02 we will conduct two additional campaign seminars, each will begin with a commander's review of the results of the previous year's seminar and a SITREP on achievement of goals and objectives.

The seminars for FY02 are:

a. **Force Protection.** Force Protection has evolved into the most important consideration with respect to day to day activities as well as training alike. It affects everything we now do or plan to do. Our ability to execute force protection directly affects us and our family's safety and the ability of Corps units to train for war unimpeded. During the 1st Seminar of FY02, we will examine techniques and procedures on how to effectively incorporate force protection into

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training opportunities as well as develop "baseline" procedures which will allow the Corps to operate more effectively in the new normal.

b. **Creating Competent Staffs.** In order for every killer company and lethal platoon in the Corps to achieve and sustain its warfighting abilities, an effective well-trained staff must exist. This staff is tireless and smart, incorporating common sense and efficient decision-making practices into every event regardless of size or scope. Orders are quickly and efficiently produced. These staffs don't just appear, they are grown. During our 2nd seminar, we will examine what makes a great staff, how we get there, and what training leads to the development of reasonably competent staffs. We will concentrate on mentorship and how staffs provide assistance to support the commander in making decisions and tracking mission execution.

10. **Safety.** Safety is a part of everything we do both on and off duty. Commanders will follow the policy established in USAREUR Regulation 350-1, paragraph 5-9, MOS/Duty Position Training and Certification. The job of "soldiering" is a tough business and is inherently dangerous. Under the current environment, proper weapons clearing procedures must be a routine part of your safety programs. Every commander will conduct "running" risk assessments and take appropriate action to reduce risks based on the results as outlined in FM 100-14. Leaders must understand and apply the risk management process to conserve combat power and resources.

11. **Conclusion.** The events of and after 11 September 2001, signaled a significant change to a "new normal" way of life for the Victory Corps. Our Nation is at war, and we will do our part. We will protect our people, property and freedoms. We will be trained and ready when called. We will be deployment-smart, ready to respond on short notice. We will show care and compassion for each other with viable support programs through the depth of our formations and communities. We have the leaders, soldiers, energy and intellect to be victorious...***It Will be Done!***

12. **Victory!**

7 Encls

1. Exercises
2. Major Events Calendar
3. Battle Rhythm
4. Aviation Training Strategy
5. Holiday Schedules
6. Resource Management
7. Force Modernization
8. Reserve Component Integration

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WILLIAM S. WALLACE
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9. Road to CMTC

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